

Board Self-Evaluation Questionnaire

A TOOL FOR IMPROVING THE GOVERNANCE
PRACTICES OF NON-PROFIT ORGANIZATIONS

All Board members should answer all the questions. When completed individually the results of Sections A, B, and C should be compiled, shared and discussed by the whole Board to determine an average group answer to each question and an overall section rating. Section D should be answered by Board members alone but not shared with the group. Sections A, B, and C should also be completed by the Executive Director (ED). This questionnaire also includes Section E, which provides feedback to the Chair of the Board.

A. HOW WELL HAS THE BOARD DONE ITS JOB?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|--|---|---|---|---|---|
| 1. Our organization operates with a strategic plan or a set of measurable goals and priorities. | 1 | 2 | 3 | 4 | 5 |
| 2. The Board’s regular meeting agenda items reflects our strategic plan or priorities. | 1 | 2 | 3 | 4 | 5 |
| 3. The Board has created or reviewed, in this period, some key governance job descriptions (e.g., Board chair, directors, and committee chairs). | 1 | 2 | 3 | 4 | 5 |
| 4. The Board gives direction to staff on how to achieve the goals by setting, referring to, or revising policies. | 1 | 2 | 3 | 4 | 5 |
| 5. The Board has identified and reviewed the organization’s relationship with each of its key stakeholders. | 1 | 2 | 3 | 4 | 5 |
| 6. The Board ensures that the organization’s accomplishments and challenges are communicated to key stakeholders. | 1 | 2 | 3 | 4 | 5 |
| 7. The Board has ensured that stakeholders have received reports on how our organization has used its financial and human resources. | 1 | 2 | 3 | 4 | 5 |
| 8. Looking at my answers for this section, how might the Board do its job better? | | | | | |



B. HOW WELL HAS THE BOARD CONDUCTED ITSELF?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|---|---|---|---|---|---|
| 1. As Board members we are aware of what is expected of us. | 1 | 2 | 3 | 4 | 5 |
| 2. The agenda of Board meetings are well planned so that we can get through all necessary Board business. | 1 | 2 | 3 | 4 | 5 |
| 3. It seems like most Board members come to meetings prepared. | 1 | 2 | 3 | 4 | 5 |
| 4. We receive written reports to the Board in advance of our meetings and with enough time to review. | 1 | 2 | 3 | 4 | 5 |
| 5. All Board members participate in important Board discussions. | 1 | 2 | 3 | 4 | 5 |
| 6. We do an excellent job encouraging and dealing with different points of view. | 1 | 2 | 3 | 4 | 5 |
| 7. We all support the decisions we make. | 1 | 2 | 3 | 4 | 5 |
| 8. The Board assesses its composition and strengths in advance of recruiting new Board members. | 1 | 2 | 3 | 4 | 5 |
| 9. The Board assumes most of the responsibility for director recruitment and orientation. | 1 | 2 | 3 | 4 | 5 |
| 10. Board members occasionally interact with external stakeholders at board meetings (e.g., as guests) or between meetings. | 1 | 2 | 3 | 4 | 5 |
| 11. Our Board meetings are always interesting. | 1 | 2 | 3 | 4 | 5 |
| 12. Our Board meetings are frequently fun. | 1 | 2 | 3 | 4 | 5 |
| 13. Looking at my answers for this section, how might the Board do its job better? | | | | | |



C. BOARD’S RELATIONSHIP WITH ED

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|---|---|---|---|---|---|
| 1. There is a clear understanding on most matters where the Board’s role ends and the ED’s begins. | 1 | 2 | 3 | 4 | 5 |
| 2. There is good two-way communication between the board and the ED. | 1 | 2 | 3 | 4 | 5 |
| 3. The board trusts the judgment of the ED. | 1 | 2 | 3 | 4 | 5 |
| 4. The board provides direction to the ED by setting and reviewing policies. | 1 | 2 | 3 | 4 | 5 |
| 5. The Board has discussed and communicated the kinds of information and level of detail it requires from the ED. | 1 | 2 | 3 | 4 | 5 |
| 6. The Board has developed formal criteria and a process for evaluating the ED. | 1 | 2 | 3 | 4 | 5 |
| 7. The Board, or a committee of the Board, has formally evaluated the ED within the past 12 month. | 1 | 2 | 3 | 4 | 5 |
| 8. The Board evaluates the ED primarily on the accomplishment of the organization’s strategic goals and priorities and adherence to policy. | 1 | 2 | 3 | 4 | 5 |
| 9. The Board provides feedback and shows its appreciation to the ED on a regular basis. | 1 | 2 | 3 | 4 | 5 |
| 10. The Board ensures that the ED can take advantage of professional development opportunities. | 1 | 2 | 3 | 4 | 5 |

11. Looking at my answers for this section, how might the board do its job better?

My overall rating (add together the total of the numbers circled):

- Excellent (40+) Satisfactory (28-39) Poor (11-27)



D. MY PERFORMANCE AS AN INDIVIDUAL BOARD MEMBER (NOT TO BE SHARED)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

- | | | | | | |
|---|---|---|---|---|---|
| 1. I am aware of what is expected of me as a board member. | 1 | 2 | 3 | 4 | 5 |
| 2. I have a good record of meeting attendance. | 1 | 2 | 3 | 4 | 5 |
| 3. I read the minutes, reports and other materials in advance of our board meetings. | 1 | 2 | 3 | 4 | 5 |
| 4. I am familiar with what is in the organization’s by-laws and governing policies. | 1 | 2 | 3 | 4 | 5 |
| 5. I frequently encourage other board members to express their opinions at board meetings. | 1 | 2 | 3 | 4 | 5 |
| 6. I am encouraged by other board members to express my opinions at board meetings. | 1 | 2 | 3 | 4 | 5 |
| 7. I am a good listener at board meetings. | 1 | 2 | 3 | 4 | 5 |
| 8. I follow through on things I have said I would do. | 1 | 2 | 3 | 4 | 5 |
| 9. I maintain the confidentiality of all board decisions. | 1 | 2 | 3 | 4 | 5 |
| 10. When I have a different opinion than the majority, I raise it. | 1 | 2 | 3 | 4 | 5 |
| 11. I support board decisions once they are made even if I do not agree with them. | 1 | 2 | 3 | 4 | 5 |
| 12. I promote the work of our organization in the community whenever I have a chance to do so. | 1 | 2 | 3 | 4 | 5 |
| 13. I stay informed about issues relevant to our mission and bring information to the attention of the board. | 1 | 2 | 3 | 4 | 5 |
| 14. What additional information or skills do I need to be a better board member? | | | | | |

My overall rating (add together the total of the numbers circled):

- Excellent (40+) Satisfactory (28-39) Poor (11-27)



E. FEEDBACK TO THE CHAIR OF THE BOARD (OPTIONAL)

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

1. The chair is well prepared for board meetings.	1	2	3	4	5
2. The chair helps the board stick to the agenda.	1	2	3	4	5
3. The chair tries hard to ensure that every board member has an opportunity to be heard.	1	2	3	4	5
4. The chair is skilled at managing different points of view.	1	2	3	4	5
5. The chair demonstrates versatility in facilitating board discussions.	1	2	3	4	5
6. The chair knows how to be direct with an individual Board member when their behaviour needs to change.	1	2	3	4	5
7. The chair helps the board work well together.	1	2	3	4	5
8. The chair demonstrates good listening skills.	1	2	3	4	5
9. The board supports the chair.	1	2	3	4	5
10. The chair is effective in delegating responsibility amongst Board members.	1	2	3	4	5
11. The chair ensures the board is aware of their organizational activities outside of our board meetings.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

Excellent (40+) Satisfactory (28-39) Poor (11-27)